

# **A PROPOSAL FOR A YOUTH SPORT SUSTAINABILITY INITIATIVE FOR THE ELK VALLEY**

by

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## **Abstract**

A proposed volunteer based organization to support youth sports within the Elk Valley of British Columbia is presented. The proposed organization would be funded by Teck Resources as a community investment aimed at enhancing the existing sporting activities available within its Communities of Interest. Research is presented which supports the beneficial aspect of improving access to sport for the youth of the Elk Valley, as well as the business benefits of a company sponsored volunteerism program.

An organizational structure and operating cost estimate are provided.

**Keywords:** Youth sports; sustainability

## **Executive Summary**

Teck Resources operates five coal mines in the Elk Valley region of British Columbia. This paper presents a proposed community investment initiative to benefit the youth in this region.

Sporting activity provides an opportunity for youth to increase their level of fitness and avoid harmful activities such as drug and alcohol consumption. There are several youth sports organizations operating in the Elk Valley which provide these opportunities. These organizations are led by a group of volunteers, who may or may not have the organizational expertise required to efficiently run a sports organization.

The proposal of this thesis is that Teck establish a volunteer-based sports support organization, which will assist the local sports associations in administering their programs. The support organization will provide support and administrative assistance to the clubs which may lack certain skills within their volunteer organization.

The support organization, dubbed “Teck SportHelp” by the author, would facilitate volunteerism between Teck employees and the sports organizations.

Annual operating costs are estimated at approximately \$55,000. Start-up of the program will not require any capital expenditure, however start-up operating costs are expected to add about \$5,000 to the first year of operation.

## **Dedication**

Dedicated to my family. It is because of them that I have been involved with youth sport, and because of them that I have enjoyed it so much.

Thank you Rosalie, Tyler, Jacob, and Dylan. Keep playing.

## **Acknowledgements**

The author would like to thank Teck Resources for providing the opportunity to pursue the MBA program, and to examine this particular subject.

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## **1: Introduction**

Teck Resources operates five coal mines within the Elk Valley of British Columbia. The local BC towns surrounding the mines are Elkford, Sparwood and Fernie. These towns lie on the Elk River, and the area is generally referred to as the Elk Valley or “the Valley”. The 2006 Canadian Census data reports a combined population in these areas of just over 12,000 people. The census data does not provide information on the number of Teck employees within this region, but other sources report Teck’s employee numbers at the five coal mines at 2,872 (Ministry of Energy, Mines and Petroleum Resources 2010). Not all of these employees live within the Elk Valley, but if two thirds of the employees reside in the Elk Valley, then 15% of the residents of the Elk Valley are employed by Teck. Clearly, the population of the Elk Valley is influenced by the presence of Teck.

Teck’s strong presence in the Elk Valley provides Teck with a target for its sustainability practices. In keeping with Teck’s commitment to “move towards more strategic community investment which is aligned, multi-Community of Interest (CoI)-driven, sustainable and measureable,” (Teck Resources Limited 2010) this document presents a proposal for Teck to establish and support a volunteer-based organization which will support amateur youth sport within the Elk Valley.

In keeping with the sustainability objective, this proposed support organization (which the author has named Teck SportHelp) is not designed to provide funding for sports organizations, but to provide a volunteer-based framework to enhance the capacity of existing minor sports organizations to deliver services more effectively. These organizations will be able to draw from a group of volunteers from within Teck’s operations to help support their administrative, technical, and human resources functions.

By drawing on this volunteer pool, the local sports organizations will be able to benefit from the specialized training and skills that Teck already has at its disposal: skills such as financial planning, human resource management, administration, and training.

This also provides a unique opportunity for Teck to share its core values of integrity, trust, respect, teamwork, and health and well-being. By continuously engaging with members of the community, Teck's volunteers have the opportunity to personify the values that drive Teck's business.

## **2: Review of the Relationship between Youth Sports Activities and Youth Behaviours**

There is a general belief that involvement in sports activities provides a positive influence on youth: aiding in their development, saving urban youth from gang violence or drugs, and providing a sense of purpose in youth that leads to success as adults.

This belief is commonly presented in popular culture. In Remember the Titans, a movie set in racially-divided Alexandria, Virginia in 1971, the newly desegregated high school football team faces frequent racial clashes within the team, fuelled by opposition and racial prejudice within the community. After forceful coaxing and rigorous athletic training by the coach, the team achieves both racial harmony and triumph: the Titans go through the season undefeated. The team goes on to win the state championship and gains the esteem and admiration of the local townspeople (Wikipedia: Remember the Titans n.d.).

Based on a true story, Coach Carter tells the story a high-school basketball coach who imposes strict behavioural and academic conditions on his team. During the course of the season, members of the team deal with teenage pregnancy, drug-dealing and its associated violence, and poor academic performance. Overcoming those obstacles, the team members improve their academic performance and go on to play the in state championship, but are defeated by two points. The individual achievements of the players on the team, however, were notable: six of the players go on to attend college, from a school at which only about 50% of students graduated, and only 6% of those who graduate usually went to college (Wikipedia: Coach Carter n.d.).

Loosely based on a true story, Gridiron Gang is set in a youth detention facility in Los Angeles. Frustrated at not being able to help the kids get away from their problems in life, such as street gangs and drug dealing, a guard decides to create a football team so the kids can feel a sense of belonging. The team members overcome gang rivalry to have a

successful season, and it is revealed that most of the team members have gone on to become productive members of society (Wikipedia: Gridiron Gang n.d.).

There is academic research that supports the notion that organized sport has a positive influence on youth. Mahoney (2000) examined the relationship between participation in school extracurricular activities (which included some non-sport activities) and the development of antisocial patterns. The findings showed that individuals who became involved in school extracurricular activities were less likely to drop out of school as adolescents or to become arrested as young adults than were similar persons who were not involved. Mahoney concluded that “participation in school activities provides an opportunity for high-risk youth and similarly involved peers to form a positive connection with the school, its faculty, and values that may otherwise be unavailable” (Mahoney 2000).

Several studies have found an inverse relationship between physical activity and substance abuse (Duncan, Duncan and Strycker 2002). Pate et al (1996) found a correlation between low physical activity and several negative health behaviours in teenagers such as smoking and marijuana use. They posited three possible explanations for the correlation between physical activity and positive health behaviours. First, sports participation provides substantial amounts of physical activity and, in so doing, may cultivate more favorable attitudes and beliefs concerning positive health behaviors. Second, by making participation contingent on following rules and regulations, extracurricular activities such as school sports discourage participation in negative health behaviors. Third, by providing adolescents with a professionally supervised, pro-social after-school environment, school sports may reduce those adolescents' exposure to settings that would encourage risky health behaviors (Pate, et al. 1996).

The research is not unequivocal regarding the benefits of sport on youth. Begg et al (1996) tested the hypothesis that participation in sporting activity will moderate delinquent behaviour (this is known as the “deterrence” hypothesis). The study also examined the alternative hypothesis, which is sometimes referred to as the "athletic delinquent" hypothesis. The basic premise of that hypothesis is that deviancy is the product of an individual's membership of, or contact with, certain organizational systems

and that some sporting organizations may be considered examples of such systems. Their findings were unable to support either hypothesis (Begg, et al. 1996).

Overall however, popular culture and academic research indicate that involvement in youth sport has a positive impact on those who participate. Youth sport provides a suitable target for Teck in its Social Management commitment to “... demonstrate broad community support” and to “leave communities better off when we leave than when we first arrived” (Teck Resources Limited 2010).

Although not described in the academic studies, one would expect that the quality of youth sports programs would have an effect on the level (or even presence) of positive outcomes. By assisting youth sports programs within the East Kootenay, Teck has the opportunity to improve the quality, and the outcomes, of youth sports, and to improve the physical and emotional well-being of youth within the communities in which Teck operates. This congruence of values between Teck and the communities will strengthen Teck’s presence and reputation within these communities.

### **3: The Status of Youth within the East Kootenay, in Areas Targeted by Sport**

The 2008 British Columbia Adolescent Health Survey (Stewart, D; Peled, M; Poon, C; Smith, A; Saewye, E; McCreary Centre Society 2009) provides an overview of the health of youth in the East Kootenay region in which Teck Coal operates. The report provides a picture of the physical and emotional health of BC youth. The survey area is broader than the immediate community in which Teck Coal operates, but it does provide an indication not only of the risk factors facing youth in the community, but also an indication of which protective factors have a positive influence on youth. The report also provides a comparison between the East Kootenay youth and youth in British Columbia overall.

Some of the findings (which are in line with the suggested benefits of participating in sporting activities) and which are significantly different from the provincial results, are listed below:

- Regarding use of tobacco, 38% of the East Kootenay youth reported having tried smoking, compared to a provincial average of 26%. Of those who had ever tried smoking, 56% had smoked in the past month, also above the provincial rate.
- Sixty nine percent of youth had tried more than just a few sips of alcohol, compared to the provincial rate of 54%.
- Forty percent of the students had tried marijuana, compared to the provincial rate of 30%.

The survey also examined youth participation in sport and leisure activities. The majority of youth participated in extracurricular sports activities on a weekly basis: 61% of youth took part in sports activities with a coach (e.g., school teams, swimming lessons), and 75% participated in physical activities without a coach (e.g., biking, road



hockey). These are provincial averages: the rates in the East Kootenay are not significantly different.

The survey included a number of questions that have been shown to reflect protective factors for youth. Two such protective factors are youth engagement and “meaningfulness of activities.” In addition to being asked about their involvement in extracurricular activities, youth were asked to rate how meaningful their activities were to them and how much they felt their ideas were listened to and acted upon in these activities. Only 5% of youth reported that the activities they were involved in were not at all meaningful to them and only 7% said they had no input into these activities. On the other hand, 37% were involved in activities that were very meaningful to them and 14% felt that they had a lot of input into their activities.

The report authors conclude that the presence of protective factors (of which youth engagement is one) are associated with lower rates of fair to poor health, binge drinking, suicidal ideation, and fight involvement (Stewart, D; Peled, M; Poon, C; Smith, A; Saewye, E; McCreary Centre Society 2009). These findings support the premise that involvement with sports activities can provide a positive impact on youth.

The results of the survey indicate a higher incidence of some at-risk behaviours within the East Kootenay compared to the rest of the province. Given that Teck’s mines employ 2,872 people and make a major contribution to the Elk Valley and East Kootenay economies (Ministry of Energy, Mines and Petroleum Resources 2010), a program targeting the higher incidence of risky behavior among youth within the East Kootenay would be a suitable one for Teck to be involved with. The positive benefits of such a program would extend throughout the communities of the Elk Valley. This would lead to an improved community lifestyle, which would be a benefit that Teck would be able to promote in its recruiting programs. The availability of well run youth sports programs would be an additional positive feature to be considered by potential employees who are raising young families..

## **4: The Sustainability Case for Supporting Youth Sport in the Elk Valley**

Teck has a commitment to sustainable community development. “Mining should create net positive legacies for surrounding communities” (Teck Resources Limited 2010). Teck’s definition of Communities of Interest (CoIs) includes residents of the local communities in which they operate, one of which is the Elk Valley.

Teck acknowledges that the social impacts of mining can be both positive and negative. Wage injections into a community through their operations “may improve purchasing power, trade in consumer goods and entrepreneurial opportunities, but at the same time raise inflation, exacerbate inequalities and facilitate health-threatening behaviours such as drug and alcohol abuse” (Teck Resources Limited 2010). Also, increased incomes and population changes in a community can lead to increased inequalities and social problems. An influx of outsiders to local communities may create social conflict and rivalry.

Teck’s Code of Sustainable Conduct states their commitment to dialogue and engagement, sustainable community development, local content and the respect for human rights. Teck further states that “we value engagement with Communities of Interest. We strive to manage social issues, involve people affected by our activities, respect human rights and Indigenous Peoples and promote sustainable community development” (Teck Resources Limited 2010).

A youth sports support program, which is designed to enhance the capacity of local organizations, would result in the better delivery of sport programs to the youth of the Elk Valley. This in turn would lead to positive benefits for the youth of the Elk Valley, and would be in keeping with Teck’s objectives of ensuring long-term benefits to the communities in which it operates.

Although outside the scope of this thesis, Teck could seek to further develop youth sport organizational capacity in other Communities of Interest in which it operates.

Although the academic literature is sparse on the matter of using sport as a development tool, Levermore (2008) has noted that sport does provide a promising avenue for development. Teck could leverage the experience gained in developing sport in the Elk Valley to other, less developed regions in which it operates. This could extend into communities in Peru and Chile, or to First Nations communities in Canada.

## **5: The Business Case for Supporting Youth Sport in the Elk Valley**

Teck has permitting activities underway for the expansion of its Line Creek Operations – Phase II, and is planning for other coal mine expansions in the Elk Valley (Teck Resources Limited 2010). Teck notes in their Annual Information Form that “numerous governmental permits or approvals are required for mining operations. We have significant permitting activities currently underway for new projects and for the expansion of existing operations. These include ... coal mine expansions in the Elk Valley... When we apply for these permits and approvals, we are often required to prepare and present data to various government authorities pertaining to the potential effects or impacts that any proposed project may have upon the environment. The authorization, permitting and implementation requirements imposed by any of these authorities may be costly and time consuming and may delay commencement or continuation of mining operations.

“Some of our required permits are becoming increasingly more difficult and expensive to obtain, and the application and review processes are taking longer to complete and becoming increasingly subject to challenge” (Teck Resources Limited 2010).

With an initiative clearly designed to benefit the youth in the local community in which Teck operates, Teck will be improving the chances for success of the current and future permitting activities by building support for its operations from among the residents of the Elk Valley.

Teck currently does support amateur athletes. The “Possibilities Fund Program” sponsors employees, retirees, their children or grandchildren. Under this program, Teck will sponsor carded athletes and those who compete at an international level in Olympic or Paralympic sports (Teck Resources Ltd. n.d.). While this may bring Teck some recognition, and does help a select few athletes, it is not targeted at the youth in general

within the communities of the Elk Valley or any other community in which Teck operates.

Teck has also been an Official Supporter of the Vancouver 2010 Olympic and Paralympic Winter Games. Their sponsorship agreement provides sponsorship for the Canadian Olympic Team for the Beijing 2008, Vancouver 2010 and London 2012 Olympic and Paralympic Games and will conclude on December 31, 2012 (Teck Resources Ltd. n.d.).

Olympic sponsorship, although related to youth sports, also does not directly target youth with Teck's communities. By adopting a program that does directly support youth sport, Teck can leverage their investment in the Olympic Games to tie it directly to a youth sports initiative.

A program to support youth sports would also be in line with other community giving programs with which Teck has been involved. For example, Teck has been a generous donor for youth programs in Alaska. A donation of \$300,000 is being used to support a Boys and Girls club, a youth centre, and to improve attendance and test scores in the town of Kivalina, Alaska, near Teck's Red Dog mine (Barber 2010).

The author is also aware that Teck has also sponsored registration fees for young athletes to participate in minor hockey in the Elk Valley, without requiring any specific Teck affiliation for the athlete.

A youth sports initiative would be in keeping with Teck's current programs of community investment or community giving. However, a stand-alone business case can also be made for a volunteer program to support the community. Muthuri et al (2009) examined how employee volunteerism contributes to "social capital" in the UK. They concluded that employee volunteerism "not only draws on but it also encourages social cooperation with community actors. It therefore brings opportunities for building business–community partnerships and mobilizing resources whilst also benefiting employees, community organizations and the public at large" (Muthuri, Matten and Moon 2009).

Jones (2010) explored how employee volunteerism contributes to employee engagement within a company, and to what Jones describes as organizational citizenship behaviour (OCB). Jones determined that “employees’ attitude toward their company’s volunteerism programme were associated with outcomes that benefit the company (e.g., OCB) and its employees (e.g., organizational pride), while also benefitting the communities and nonprofits served by employees” (Jones 2010).

Jones also recommended that “to reap the benefits associated with social exchange processes, a volunteerism programme should be designed to maximize the benefits employees receive from it. Support systems could be used to help employees find volunteer opportunities that best match their motives for volunteering” (Jones 2010).

A company sponsored volunteerism program, properly executed, can be used to build social capital, improving Teck’s standing in the community and the chances for success in permitting, and will work to increase employee engagement among those who participate. By enhancing youth sports programs in this way, Teck can help to improve the communities in which it operates, increasing the desire of employees to stay in the community.

The operating budget for Teck SportHelp, presented in Appendix C, is modest at about \$60,000 per year, and no new capital spending will be required. This investment will provide Teck with an opportunity to improve its standing in the Elk Valley, provide a community benefit, and increase employee engagement.

A more detailed explanation of the concrete business benefits to the program is presented in Section 9: Benefits of the Teck SportHelp Program.

## **6: Targets for Supporting Youth Sport in the Elk Valley**

Youth sport in the Elk Valley is facilitated through school programs, municipal recreation department programs, and minor sports associations. Recreation departments and schools have staffs which are professionally trained in the provision of sporting activities. Minor sports associations are typically organized and operated by volunteers, operating within a non-profit society.

This thesis proposes that the target for supporting youth sport in the Elk Valley be directed towards the minor sports associations operating within the Elk Valley, to supplement and enhance the capacity of the volunteer organizations to provide sporting opportunities.

### **6.1 Structure of a Typical Minor Sports Association**

Academic research and literature in the area of governance and operation of non-profit sports organizations typically focuses on organizations that operate on the provincial, state, or national level, which are larger than the typical minor sports organization operating in the Elk Valley. Nevertheless, the general principles remain relevant. While most of the large organizations hire a professional staff, a smaller minor sports association, as is typical in the Elk Valley, will rely almost exclusively on volunteers.

Houle (1989) described 11 functions for boards, which included: having the mission in focus and activities of the organization in harmony with the mission; approving long-range plans; overseeing programs of the institution; selecting the executive and monitoring his or her performance; working with the executive and through the executive the staff; acting as arbitrator in staff conflicts; developing policy; ensuring legal and ethical responsibilities are fulfilled; securing and managing financial resources; integrating the organization to the social environment; and evaluating self. (Houle 1989).

A number of Hardy's (1990) 11 major functions are similar to Houle's but include forming linkages with other community organizations, and maintaining an affiliation and participation in larger organizational and support structures (Hardy 1990).

The organization and operation of the Elk Valley Minor Hockey Association (EVMHA) is presented as a typical volunteer-led minor sports organization in the Elk Valley. This association is chosen because of the author's familiarity with it (he has served as a volunteer with this group for seven years).

The executive membership of the Association is responsible for the overall operation of the association. In much the same way as the management of a business operates and similar to the functions described by Houle (1989), the executive membership is responsible for financial transactions, managing assets, scheduling resources, and dealing with the public and with personnel issues. EVMHA is incorporated under the Societies Act of British Columbia as a non-profit organization. EVMHA's constitution affiliates it to the BC Hockey Association, and to Hockey Canada, and to the by-laws, rules, regulations, and policies of those two bodies (Elk Valley Minor Hockey Association 2004).

The roles of the executive membership of the Association are analogous to the management structure of one of Teck Coal's mines. It follows therefore that there is a great deal of potential expertise resident in the Elk Valley that could, if properly harnessed, be used in the management of the local sports associations.

The sports organization's roles of President and Vice-President are similar to the mine's role of General Manager. The President is responsible for the overall operation of the Association: ensuring that the rules and policies set out in the constitution and by-laws are being followed; dealing with members of the public and players (akin to the workforce); and taking overall responsibility for the smooth functioning of the organization.

The Treasurer's role is comparable to that of the Controller at a mine. This person is responsible for managing bank accounts, accounts receivable and accounts payable, for financial forecasting, and for budgeting.



The Risk Manager's role shares similarities with that of a loss control supervisor. This person inspects arenas for hazards, and advises on the training requirements of team officials.

The Equipment Manager can be compared to a warehouse supervisor. This person is responsible for maintaining an inventory of team supplies (jerseys, first aid kits, pucks, etc.) and for issuing and receiving these supplies at the start and end of the season.

The Coach Coordinator's role has similarities to that of an HR Supervisor. This person is responsible for selecting coaches, ensuring that the appropriate training and certification takes places, and as a member of the discipline committee, is also responsible for dealing with and correcting improper behaviour within the Association.

The Referee Coordinator's position is comparable to that of a General Foreman. The Referee Coordinator is responsible for scheduling officials for games, and for ensuring a high standard of officiating.

Other roles with the Association are: fund-raising; ice scheduling; website; public relations; special events; and liaisons with league organizations.

While outside of the executive membership, coaches also fill a role similar to one at a mine: that of foreman. The coach is responsible not only for the athletic development of the players and the team; he is also required to deal with officials and parents. Sometimes these interactions are not pleasant (a Google search for "bad hockey parents" returned 14 million results). Interactions with unhappy parents can be quite similar to the interactions that a foreman is required to have with unhappy workers.

While the Association bears many similarities to a Teck minesite (or indeed to almost any business organization), this sports organization is lacking (or is ineffective) in several of the features described by Houle (1989) and Hardy (1990).

While the organization has a constitution, by-laws, and policies, there is no system of governance to ensure that standards are upheld, or that policies are regularly reviewed and updated.

There is very little in the way of long-range planning. Succession planning is typically absent; when one member of the executive departs, the vacancy is often filled on the basis of who shows up at the Annual General Meeting.

While coach training is provided, there is very little training provided for dealing with what would typically be called “human resources issues”, such as the parent who is argumentative or difficult to deal with.

People are often selected for their role based on their willingness to fill the vacancy, rather than for their skills or talents.

Performance measurement tools are either very simple or absent. There are few options for rewarding good performance, or for correcting undesirable behaviour or poor performance.

There is no training system in place for roles other than at the team level (for coaching and safety).

## **6.2 Minor Sports Organizations within the Elk Valley**

The basis of this thesis is to propose an organizational structure, operated by Teck, which will support amateur youth sports organizations in the Elk Valley. The primary purpose of this structure is to facilitate volunteerism between Teck employees and the sports organizations, to assist them in their organizational and management functions. Additionally, this structure could assist the sports organizations in some administrative work and in providing meeting spaces and basic printing and copying support.

The author has identified at least 21 youth sports organizations within the Elk Valley that could potentially benefit from a support organization as proposed herein. A list of the sports organizations is presented in Appendix D. (The author has not contacted any of the sports organizations to assess their appetite for such a program, not wishing to unreasonably raise hopes or expectations.)

## **7: Teck SportHelp: A Proposal for a Youth Sport Support Organization**

For ease of reference, the author has given a name to the proposed program: Teck SportHelp. The proposal is for Teck to create a volunteer-based sports assistance organization, which will draw on the expertise available within Teck Coal in the Elk Valley. The proposal has three components:

1. A management component to develop, launch and maintain the program, to recruit and maintain a database of volunteers, and to provide the resources for the administrative component.
2. A volunteer resource to be used when called upon.
3. An administrative component to respond to requests for assistance.

The volunteer resource will be recruited by Teck, and will fit with its developing program to promote volunteerism. Teck's volunteerism policy is in the draft stage (Teck Resources Limited 2010) and has not yet been made public, however the author has suggestions as to how the volunteerism should be promoted and implemented.

- Target specific groups within the organization for specific activities; match the activities to career development. For instance:
  - Target Engineers-in-Training (EITs) for budgeting, scheduling, and planning. These activities are in line with many engineering activities.
  - Target junior accountants for accounts payable and receivable and financial reporting. This will provide valuable experience in establishing reporting methods and reports.
  - Target trainers for providing feedback to coaches. This could also help sharpen their skills in coaching techniques on the job.
  - Target IS employees or EITs for website services.
  - Target HR employees for conflict resolution assistance.

- In addition to the target groups, put out a general call for volunteers to assist and draw on prior sports experience, and promote the opportunity to do “something different” with their career.
- Acknowledge that some of the volunteer work will be carried out on company time, and using company facilities (computer, software, printer, etc.)
- Maintain a database of volunteers, which tracks their interests and abilities. Potential volunteers can specify with which sports they are interested in working.
- Keep track of the actual volunteer contribution.
- Have an annual acknowledgement and recognition of the volunteer contribution by hosting a banquet for the volunteers.
- Pick at least one volunteer from the program to be a recipient of one of the Teck Excellence Awards. (The Excellence Awards is a Teck program “designed to celebrate employees who embody the values of Teck and have made a significant contribution to the company” (Teck Resources Limited 2010).)
- Track success stories; publicize the volunteer contribution throughout Teck, and in the local media.
- In the event that more people volunteer than are called upon, follow up with those that were not called upon, and develop a strategy for using them in subsequent years.
- Adopt policies requiring criminal record checks (including a check for sexual offences in which a pardon has been granted) and reference checks for all volunteers.
- Accept feedback from the receiving organizations, and be prepared to dismiss or re-assign volunteers that are not adding value to the sports associations.

A suggested volunteer recruiting and application form is presented in Appendix E.

The administrative component will be managed by a Teck employee. Because the workload is not anticipated to require full time involvement (see Appendix C), Teck can use an administrative employee from the Shared Services group in Sparwood to fill this role. The role of the Teck SportHelp administrator will be to:

- Be the point-of-contact for the sports associations and the volunteers;
- Maintain the list of volunteers and match volunteers with requests from the sports associations;
- Make bookings for meeting rooms;
- Use office equipment for administrative jobs as requested (printing, plotting large scale posters, etc.);
- Attend sport association board meetings on request to promote and publicize the capabilities of the SportHelp volunteers.

Some of the administrative work will take place outside regular office hours. Teck should be prepared to pay overtime to the employee for such work. The overtime cost has been included in the proposed operating budget.

The management component is to launch the program, provide the resources to make the program function, and continuously evaluate and improve the program. The program manager must also be willing and able to cancel the program if it does not provide value to the sports organizations, or if it reaches its goal of building capacity within those associations. It is anticipated that after the success of the program is proven within the Elk Valley, the manager will also promote the program within Teck Resources for possible implementation at other locations around the world. In particular, Teck may wish to promote a similar program to the Ktunaxa and other First Nations communities.

The program launch will be key to its success. The program launch and other change management considerations are described in Section 8: Program Implementation.

## **7.1 Interaction between Teck SportHelp and a Youth Sports Organization**

### **7.1.1 A Fictional Account of a Cricket Season**

To provide an example of the possible interaction between Teck SportHelp and a typical sports organization, the section presents a fictionalized account of a typical year for a fictional minor sports organization, the Elk Valley Cricket Club (EVCC).

The cricket season in the Elk Valley runs from January through to July. Typically, the January through April season concentrates on practices (held indoors), while May and June are for games. Provincial Championships are held in July.

EVCC is affiliated with both the British Columbia Cricket Association (BCCA), and the Canadian Association of Cricket (CAC), and is bound to operate in a manner consistent with the constitution, bylaws, and regulations of both those organizations.

This year, EVCC has a new President, Brent Lee. Brent has a love of cricket, and has been involved with the EVCC for the past five years as a coach, but not as a member of the Board. He accepted the job of President at the urging of several of the other Board members. This is an elected position on their Board, but no other members came forward to run.

In October, the EVCC Board meets to plan the upcoming season. They use one of Teck's meeting rooms booked through Teck SportHelp. Sue Lara, Teck SportHelp's program administrator, is present at the meeting. She brings with her a financial statement prepared with the assistance of another Teck SportHelp volunteer, Richard Ponting. Richard is one of Teck Coal's junior accountants. The financial statement contains a summary of the revenues and expenses for the previous year, as well as a statement of the bank balance held by EVCC.

During the meeting, the Board discusses the financial situation of the club. They review the revenues, and note that they expect registration in the coming year to be slightly lower than the previous year. Also, they have heard from one of the gyms in which they normally schedule their practices, and the facility rental rate will be rising in the coming year. Finally, they note that they need to purchase some replacement equipment. They estimate that the cost for the required equipment will be about \$5,000. Because they are unsure of the impact of the increased costs on the overall financial picture, they ask Sue to take the information back to Richard Ponting and assist with a proposed budget for the upcoming season.

They also review the list of coaches available for the next season. They note that five coaches will be returning this season, but that a coach needs to be found for the

youngest age group. They have a candidate in mind, but she will require coaching certification under the rules of CAC.

During October, Brent Lee attends a leadership seminar hosted by Teck SportHelp. Several local minor sport organizations are represented; Brent gets a chance to meet his counterparts from two figure skating clubs, three baseball associations, the hockey club, two curling groups, and three youth soccer groups. At the meeting, Brent and the others receive some helpful advice on running Board meetings, managing risk, and on encouraging players and parents to respect the concept of fair play. They are also introduced to Teck's core values – safety, integrity, excellence, discipline, commitment, teamwork, innovation and respect – and a connection is drawn between Teck's core values and those of the sports associations present.

In the November Board meeting, Richard Ponting is in attendance to present the draft budget for EVCC. The budget identifies an anticipated shortfall of about \$3,000. The board discusses options to address the shortfall: they consider cutting the number of practices, increasing registrations fees, or trying to delay part of the required equipment purchases to the following year. Not comfortable with those options, they decide instead to hold a fund-raising raffle. They will solicit some local businesses to donate prizes, and will require each player to sell \$75 of raffle tickets to ensure that the necessary number of tickets are sold. Brent, who is heard about BC gaming regulations at the October leadership seminar, informs them that under BC law, the children are not allowed to sell raffle tickets. The tickets can however be sold by the parents. One of the board members agrees to make the necessary application to the Gaming Policy and Enforcement Branch for a Class D Gaming License for the raffle.

The board then moves on to the matter of registration for the coming season. Sue has another volunteer, a young mining engineer named Raj Kahn, who will help set up the website for on-line registration (including a secure server for credit card applications).

The board contacted the candidate for the coaching vacancy, and she has agreed to take the position.

During the rest of November, about 70% of the players register and pay on-line. Registration money collected on-line is deposited in EVCC's bank account.

At the December board meeting, the board reviews the registration numbers, and an updated financial statement. The board then considers the practice schedules. This year, they will be using three gyms in three towns, but one of the gyms will be unavailable while renovations take place in January. After examining several different options – none of which work for one reason or another – they decide to ask Raj, who had set up the website for them, if he can come up with a practice schedule. Later that week, Raj sends out a practice schedule that manages to work around the gym closure and still give every team the planned two practices per week. The schedule is accepted and sent out to all the teams.

By the time of the January board meeting, practices have been running for two weeks, with no difficulties.

At the February Board meeting, some issues come up. One of the parents of the players has complained that one of the coaches has been belittling her son. Furthermore, the parent does not believe that the coach knows the proper technique for holding a cricket bat. The Head Coach for EVCC (a board member) agrees to review the coaching style of the coach in question. Also, one of the umpires has been unable to attend the re-certification clinic; his work schedule conflicted with the clinic timing.

Later that month, the Head Coach attends one of the practices for the team with the parent that complained about the coach. He asks for a Teck SportHelp volunteer to help him. Adam Gilcrhist, who is a training foreman at one of the mines, agrees to accompany him. At the practice, the Head Coach observes that the coach in question does have an aggressive coaching style, which tends to emphasize results rather than effort: one of the players seems to be consistently missing a particular drill, and the coach appears to be losing patience with that player. After the practice, Adam and the Head Coach approach the team coach. Adam is able to suggest some other teaching methods that may prove to be more successful with the young player. He points out that different people have different learning styles, and that when one style proves ineffective, it may be time to try a different style. The Head Coach also discussed with the team coach the proper technique for holding a cricket bat. He confirms that the coach has been teaching the correct grip, as endorsed by the CAC.



As Adam and the Head Coach prepare to leave, they are approached by the parent who raised the original complaint. They discuss the parent's concerns, and the parent appears to be satisfied.

Practices continue to be held through March, and no further issues arise.

At the March Board meeting, the executive considers the upcoming league play season. Games will be held throughout the East Kootenays, and the Elk Valley has three separate fields available for games. The scheduling meeting will be held in April, at which point each team in the league will schedule one home and one away game with each other team in the league. In preparation for the scheduling meeting, the board has compiled a list of available time slots. The umpire that missed the clinic will not be able to re-certify until mid June.

Raj Kahn attends the scheduling meeting with the coaches of the EVCC. He brings a laptop computer with him and opens up a scheduling spreadsheet he has created. He assists in scheduling the home games, and also prevents the club from scheduling games on all three fields at the same time; he realizes that with the one umpire not yet certified, they will be unable to play three games at once. After the scheduling meeting, Raj posts the schedule on the website. As the season progresses, he will update the website with the game results.

The first three weeks of league play occur without incident. During week four of league play however, one of the home games erupts in controversy. One of the EVCC coaches disagrees with the umpire's ruling, and gets into an argument with him. The umpire ejects the coach from the game. Because the assistant coach was unable to attend that day, the cricket team is left without a coach, and they are forced to forfeit the game. Several irate parents have called the EVCC President: some believe that the umpire treated the coach unfairly; others think that the coach's conduct was disgraceful. One parent is critical that the team was playing without an assistant coach. Brent doesn't know what to do or how to proceed; he has never dealt with anything like this before, either in cricket or at work. He calls Teck SportHelp and asks for assistance.

Mike Boucher, a Human Resources Coordinator and a Teck SportHelp volunteer, is able to meet with Brent, and guide him through an investigation process. EVCC's Head

Coach and Chief Umpire participate in the investigation. They spend time talking with the coach, the umpire, and the scorekeeper (a parent from the EVCC team that witnessed most of the events). Through the investigation process they learn that the umpire made a call on a close play, but that the coach, being on the sidelines, had a different view on the play: from his vantage point, it appeared that the umpire clearly made the wrong call. They also learn that the coach was argumentative and disrespectful of the umpire's call.

With Mike's assistance, they quickly move the focus of the investigation to the coach's behaviour, and how the umpire reacted to that behaviour. The EVCC group determines their course of action, and Mike coaches them on ways to deliver their message for maximum effect.

The remainder of the regular season proceeds without incident. EVCC is awarded the playoffs for the Premiere League. The BCCA has strict rules regarding the playoff format, and Raj schedules the playoff games, fields, umpires, and scorekeepers for the five team tournament.

The playoff tournament goes well; EVCC takes second place after narrowly losing the final match.

With the season over, EVCC has only to hold their Annual General Meeting, and their year-end windup banquet. Brent, who has never presided over a windup before, asks Teck SportHelp for assistance in preparing an agenda for the event. Mike Boucher spends an evening with Brent, discussing the agenda, but also preparing Brent for speaking in front of an audience – something which makes Brent very nervous.

At the completion of the windup, the EVCC Board takes several months off before beginning the next season.

### **7.1.2 Review of Teck SportHelp Assistance**

The preceding fictional example showed several instances in which Teck SportHelp was able to provide assistance to the cricket club. From assisting in basic administrative tasks to financial planning, scheduling, and assisting with dispute resolution, Teck SportHelp was able to improve the quality of the sport program by allowing the volunteers leading the organization to focus on the sport and the players.

Like many similar organizations, the Elk Valley Cricket Club has a group of volunteers willing to pitch in and contribute to the best of their abilities. Also like many similar organizations, the skill set available from the volunteers does not always match the needs of the club.

Teck SportHelp demonstrated how Teck's values – excellence, integrity, teamwork and respect – coincided with those of the Elk Valley Cricket Club.

In this example, the new President of EVCC, Brent Lee, has been assisted at the start with a financial statements and projection prepared by an accountant. Brent, who is not familiar with accounting for any sort of organization, may not have been able to understand the implications of the projected expenditures or revenues for the coming year. Without the accounting help, the organization could have risked running out of funds partway through the year. With Teck's help, they were able to properly carry out the financial planning for the coming season.

The leadership seminar hosted by Teck also helped Brent. Prior to becoming President of EVCC, Brent had never chaired a meeting before. With some techniques learned during the seminar, Brent was able to chair board meetings confidently and efficiently.

The computer skills of the members of the board were not strong. Nobody had ever set up a website before, but Raj was able to design a website that was used throughout the year: accepting online registration; conveying news and schedules; and providing links to both the CAC and the BCCA websites. Teck's sponsorship and assistance was proudly displayed on the website.

The board also struggled with the complexities of the scheduling issues – they quickly discovered that scheduling for three gyms (with some of the gyms occasionally unavailable) was a lot more complex than just scheduling for one facility. Raj had built a spreadsheet that tracked all of the gyms and all of the teams, without over or under using any of the facilities. He was posted the schedule on the EVCC website, and tied it to a calendar application that automatically updated each day's practice schedule.

Like many other board members, EVCC's Head Coach was faced with a situation for which he was unprepared: telling someone how to do a job – in this case, he needed to intervene with another coach's coaching style. By bringing Adam along, the Head Coach was able to correct another coach's behaviour. He was able to do this in a non-confrontational manner: the coach in question learned new techniques, the parent was satisfied, and the young athlete was able to improve his learning and enjoyment of the game.

Brent may have regretted accepting the job of President when found himself having to deal with the controversy of the coach ejected from the game. As a cricket player himself, he knew that these things sometimes happened, and as a former coach, he knew that umpires did, at times, make mistakes. But in his own coaching career, Brent had never been ejected from a game. By approaching the situation from a human resources viewpoint, with the assistance of Teck's Mike Boucher, Brent was able to deal fairly and properly with the situation. Brent was able to shift his focus away from whether or not the call was appropriate – he accepted that the umpire made the best call he could. Brent was then able to shift to what the real issue was – the coach's behaviour after the call. With Mike's advice, Brent was able to coach the coach on what was and was not acceptable behaviour. The fictional account does not tell us what happened next, but perhaps some disciplinary actions were taken against the coach. If so, the discipline would have been determined and delivered with the benefit of Mike's human resource training.

## **8: Program Implementation**

A well-developed plan to introduce the program to the local sports associations, and to recruit volunteers, will be essential in developing the Teck SportHelp program.

Although this proposal is somewhat detailed in the proposed management and organizational structure of the program, the actual introduction and development of this program will need to be worked out together with the interested sports associations. The program manager must be prepared to modify the program if necessary to meet the needs of the participating sports associations.

To introduce Teck SportHelp to the sports associations, introductory sessions should be hosted by Teck. Two separate sessions should be held, to allow shift workers an opportunity to attend. The sessions should not be held in the summer (when volunteer boards are taking time off) or in September – October, when many associations are at their busiest preparing for the upcoming season. Two or three members from each executive would be asked to attend one of the meetings.

A suggested presentation outline for the introductory session would be:

- Introduce Teck and Teck's Sustainability Commitments
  - This section would describe what sustainability means to Teck with respect to Communities of Interest, building capacity, and improving communities.
  - Introduce Teck's values - safety, integrity, excellence, discipline, commitment, teamwork, innovation and respect - and demonstrate how those values are aligned with those of the sports associations.
  - Describe how Teck wishes to go beyond providing funding.
- Identify youth sports as a potential target for Teck's involvement:
  - cite the benefits of youth sports to the community, and
  - build on the positive impact already established by the people present.

- Describe the volunteer program that Teck is promoting:
  - Identify the overlap of skill sets available and required
- Open up for discussion as to how Teck can support the sports associations through the volunteer program:
  - Ask for suggestions as to how a program could be implemented which would benefit the associations.
  - Although this is a “how can we help” forum, the Teck manager must be ready to limit expectations, if necessary, to within a budget approved by Teck.
- Work towards a draft model of how the support organization will be structured, and what its capabilities will be.
  - Present a realistic time line as to when the program could be put in place, and when the associations would be able to start receiving benefits.

Following the introductory sessions with the sports associations, Teck can then move on to readying the internal organization for Teck SportHelp. First on the agenda will be to finalize the Program Charter, based on the feedback from the introductory meetings. The Program Charter will be the document which describes the Teck SportHelp program. It will outline Teck’s commitments to the program, and also the expectation Teck has the program participants and volunteers. A draft Program Charter is presented in Appendix A.

The Program Charter should then be distributed as a final draft to the meeting participants for final comments. If there are instances where the Charter diverges from the discussion in the introductory meetings, then those differences should be pointed out and explained. If the divergences are significant, a second meeting should be scheduled to present and explain the final draft of the Program Charter. At this session, further revisions could be made, working within Teck’s established limitations.

Once the Charter has been finalized, the next step would be to recruit, train, and establish the program administrator. As detailed in Section 7, the Program Administrator would be an employee of Teck, with additional roles assigned to ensure that the

employee is productively engaged. The Shared Services roles currently in place at Teck Coal's Mountain View office in Sprawood provides an ideal opportunity to assign variable amounts of (Teck Coal) administrative work to the program administrator. The administrator will be provided with the charter as an outline of responsibilities and of the resources available to the participating organizations.

The program administrator will be the public face of Teck SportHelp. As such, the person filling this role will need to be carefully selected for his or her organizational skills and ability to deal tactfully and gracefully with the public. Teck may wish to consider the role of program administrator a temporary one, of one or two years duration. This would allow development opportunities for other Teck employees to carry out this role, and will also help to keep the role fresh.

Volunteer recruitment will be the final step in implementation. Here too Teck will have to manage expectations, as there is a risk that more people will volunteer than will be requested for assistance.

Almost all staff employees of Teck have regular access to the company intranet and e-mail at work, so that is one logical avenue for recruitment. To reach the hourly employees, it will be necessary to also have a poster campaign. Management can supplement the poster campaign by raising the issue during regular meetings.

Some of the volunteer recruitment can be targeted, as described in Section 7. Many of the EITs at Teck Coal are young and physically active; the association with sports is a good fit for them. They can be targeted specifically for their assistance through their managers. This will give them some organizational and business experience, and will also encourage them to be active members of the community.

Participation by junior accountants is a good way to provide them with some financial planning experience. They may get an opportunity to design and/or implement new financial reporting standards, or institute new standards of financial governance. This experience can be targeted while marketing for their participation, although care must be taken to ensure that the marketing campaign does not suggest that the sports associations do not have any understanding of their own finances.

During the recruitment phase, volunteers should have the opportunity to state their preferences as to how they would like to assist sports organizations, which sports they would prefer to be associated with, and which community they would prefer to work with. A suggested recruitment application form is presented in Appendix E.

Both the targeted and general marketing campaigns will provide a list of potential volunteers. Each potential volunteer will need to be contacted, and provided with a copy of the Program Charter. They will be asked to confirm that they will agree to abide by the conditions set out in the Charter.

Potential volunteers will be told that their name will be entered into a database; that sports associations will be told of their availability; and that they will be contacted if and when their assistance is requested. At this time Teck SportHelp will start the criminal record check (CRC) procedure for the volunteers.

Once the administrator is in place, and the potential volunteers have been recruited and entered into the database, the sports associations can be contacted to start using Teck SportHelp, and they can also be informed of what facilities and what volunteer capabilities are available to them. However, volunteers should not be assigned to assist until the CRC procedures have been completed.

There is a possibility that some volunteers will never be requested to assist; it will be important to provide regular feedback to those people to confirm that they are still willing to volunteer, and to thank them for their continued willingness.



## 9: Benefits of the Teck SportHelp Program

The Teck SportHelp program will bring many benefits to the youth, to the sports organizations, and to the community. Ultimately, these benefits will flow through to Teck, in several ways, as described in the following sections.

### 9.1 Volunteer Benefits to Teck

Several researchers have documented the benefits of an employee volunteerism program to a company. Jones (2010) was able to show that employees who value an organization's volunteerism policy feel prouder about their employment with that organization. These employees are more likely to stay with the company, and to engage in more positive organizational behaviour (Jones 2010).

Muthuri et al (2007) explored the creation of social capital and the part employee volunteerism plays in increasing corporate social responsibility. They described three dimensions in which an employee volunteerism program contributes to social capital. The *network* dimension feeds into the creation and management of relationships between the company and communities of interest. The volunteerism program provides an exceptional opportunity for engagement with these communities. In this case, the program reaches out to specific groups (the sports associations) that would not typically be targeted as CoIs. This allows Teck a broader reach into the community; here they are engaging with groups of people who have banded together for the sake of youth sports within the community. This is a departure from the sorts of organizations that Teck would, in their normal course of business, be engaged with out of necessity, such as environmental non-governmental organizations (ENGOS).

This engagement with the sports associations also enables Teck to build on the second dimension cited by Muthuri et al: shared *norms*. The Teck SportHelp model provides an avenue for Teck to visibly promote its values as they fit in with those of the sports associations. Values such as integrity, fairness, health and well-being all get an

opportunity to be promoted and displayed. These same values would be at the core of the sports associations as well, and provide a fit for the third dimension: *trust*. Muthuri's research demonstrated volunteerism programs, such as the one proposed in this model provide a tangible means of enhancing a company's trustworthiness (Muthuri, Matten and Moon 2009).

The Teck SportHelp model provides another benefit of volunteerism to Teck, that of employee development. In the fictional account presented in Section 7, several of the volunteers had a chance to apply their skills and training outside of their normal course of duties. In this account, Richard Ponting had an opportunity to apply his accounting training in a new way. Rather than dealing with a well-established chart of accounts and reporting system, Richard may have developed a new chart of accounts and reports that matched the needs of the cricket club, giving Richard an opportunity use his skills in a way that may not have come through his employment at Teck.

Similarly, Raj may have learned new spreadsheet skills in developing the practice schedule for EVCC. These skills might then be used further during his normal employment with Teck.

Mike Boucher had an opportunity to use his human resources skills while dealing with a situation that was unlikely to present itself in a workplace. This gave Mike an opportunity to use his training in new ways: although this particular situation is unlikely to present itself in the workplace, the principles involved remain the same and Mike was able to refer back to his training.

## **9.2 Volunteer Benefits to Sports Organizations**

As described earlier, volunteer-based sports organizations often lack some of the skills needed to run a society effectively. This lack of skill set has hindered volunteer participation within these societies, occasionally to the point where the continued existence of the sports organization has been put in jeopardy (personal observation by the author). By providing skills to the sports organization, the volunteers on the organization's board can focus on the activities that attracted them to the position in the

first place: providing sporting opportunities for youth. This will inevitably result in better program delivery, and a consequent better impact on the youth.

The local sports associations will develop a new reputation for excellence that will enhance their reputation in the community, and the reputation of the communities in which they operate. This will lead to increased participation among the youth, perpetuating a virtuous circle of positive benefits.

### **9.3 Community Benefits**

Increasing the quality of the youth sports programmes is likely to lead to increased participation in sports activities and is also expected to enhance the positive benefits of participation as described in section 2. This would lead directly to community benefits such as:

- Decreased incidences of juvenile delinquency;
- An increased reputation for the town as “family friendly”;
- Increased usage of the sporting facilities;
- Pride of residency in the town.

These positive benefits will also benefit Teck in these towns: not only will Teck be associated with these positive outcomes, but increasing the liveability of the towns in which it operates will also improve employee recruiting and retention.

### **9.4 Employee Satisfaction**

An employee volunteerism program, properly executed, will lead to increased employee satisfaction. This has been described by Jones (2010) and by Peterson (2004). Petersen noted that organizational commitment was higher for volunteers from companies with a corporate volunteer program than for non-volunteers with organizations without a corporate volunteer program, and was able to determine that job satisfaction was related to volunteerism among female employees, (but not for male employees) (Peterson 2004).

The Teck SportHelp model provides an excellent opportunity for Teck to increase employee satisfaction. In the fictional account presented earlier, one can picture the

satisfaction felt by the Teck SportHelp volunteers in successfully applying their skills, and benefitting the local sports associations.

## **9.5 Company Performance**

In addition to the benefits described in Section 9.1, employee volunteerism also has positive benefits on company performance as reflected in its stock price. Edmans (n.d.) has presented evidence that links employee satisfaction with a company's performance. He found that companies listed among the "100 Best Companies to Work For in America" delivered a statically significant above-average stock price performance, and that these companies also exhibited "significantly more positive earnings surprises and announcement returns" (Edmans forthcoming). Benefits such as these can also accrue to Teck through a volunteerism program that includes the Teck SportHelp model. Edmans cites improved motivation as one of the ways in which a company can outperform its peers.

## 10: Exit Strategy

Prior to implementing this program, Teck should have prepared an exit strategy to be employed if, for some reason, the Teck SportHelp program does not meet expectations, or has unintended and unfavourable results.

An exit strategy should set out conceivable reasons why the company may wish to exit from a program, and have mitigation measures at the ready to avoid an unnecessary exit. If an exit is unavoidable, then the strategy should be one that minimizes harm: to Teck, to the volunteers, and to the participating organizations.

Possible reasons why Teck may wish to exit from the program are:

- Lack of interest from local sports organizations;
- Lack of interest from Teck volunteers;
- A “scandal” involving the Teck SportHelp program;
- Maturation of the program to the point where it is no longer needed; or
- Teck’s imminent exit from the area (at completion of mining).

The level of interest, both for the volunteers and for the sports organizations, should be gauged prior to implementing the program, and re-assessed annually. Prior to implementing the program, Teck should canvas potential volunteers, to ensure that a ready supply of volunteers will be available to participate in the program. If there are not enough volunteers, then Teck’s exit strategy will have to be to never enter the program in the first place.

At the program inception, Teck should engage with the sports associations to ensure that a level of interest exists there as well. As with the volunteers, if there is not enough interest, the program should not be implemented.

On an ongoing basis, Teck will need to re-assess the level of interest from both participants and volunteers. One way to do this will be with annual surveys. Participant organizations should be queried as to how the season went, what if any improvements

could be made to the Teck SportHelp system, and if they are likely to use the program in the next season. Teck should then take this data to design improvements into the system, to maintain interest. A similar annual survey should also be sent to the volunteers, with the same analysis to design improvements. This strategy will help to maintain interest in the program, increasing its likelihood of continuation.

If the annual assessment indicates that the program is unlikely to have enough interest to continue, then Teck should announce a windup of the program, to be made in an orderly fashion. The program should endure to the end of the sports seasons for all of the participating organizations, and Teck should ensure that it honours any commitments it may have outstanding with any of the sports groups. For this reason, Teck should also ensure during the operation of the program that it does not enter into any long-term commitments from which it would be difficult to unwind.

A “scandal” with respect to the program could take many forms: a volunteer involved in an abusive situation with an athlete; a volunteer supplying inappropriate or incorrect advice; a volunteer embezzling sports associations’ funds; or a sports association embezzling money from Teck. Teck can and should mitigate against these risks in much the same way that it manages these risks from its employees in the business: by carrying out reference checks; by proper training; by ensuring that all of the employees read and agree to a code of ethics. An additional level of risk management will be the Criminal Record Check requirement, as described in the draft Project Charter (in Appendix A) and the volunteer application form (Appendix E). These measures cannot provide a guarantee that a scandal will not occur, but should that happen, Teck will at least be able to demonstrate an acceptable level of due diligence in managing the risks, so that a premature windup of the program as a result of scandal is unlikely.

Program maturation to the point where it is no longer needed would be the preferred reason for exit. This would indicate that Teck has, in this instance, achieved a sustainability objective of leaving communities better off than they were prior to Teck’s involvement. It would demonstrate that Teck has indeed shared its values with the community.

An exit under this scenario would need to be planned and anticipated in much the same way as an exit from lack of interest. However, in this instance, the windup of the program should be carried out in a much more positive fashion, highlighting the accomplishments of the Teck SportHelp program, and offering it up as proof of Teck's sustainability commitments.

When Teck is nearing the end of its presence in the community (at the completion of mining), it will be necessary to prepare the sports organizations for the windup of the program. The ongoing assistance provided under Teck SportHelp will have built capacity among the participants: by continuing a long-term involvement between the sports organizations and Teck, the lessons learned by the sports groups will have become part of their culture. It will be important for Teck to help the sports groups develop plans to maintain their culture, by developing and documenting procedures, processes, and training systems to ensure the continued smooth functioning of their sports programs, with the assistance of the Teck SportHelp volunteers.

## **11: Analysis of Alternatives**

Teck has targeted to contribute an average of 1% of annual earnings before interest and taxes (EBIT) for community giving and community investment (Teck Resources Limited 2010). This implies an amount available for investment on the order of 20 to 30 million dollars annually. Teck reports amounts of \$14 million and \$16 million of community investment and community giving in 2008 and 2009 respectively (Teck Resources Limited 2010). Although these amounts are sizeable, Teck must still apply criteria when examining and comparing this opportunity for investment among competing programs or opportunities.

A selection of possible other community investment and community giving opportunities are presented, and ranked on several different measures to provide an alternatives analysis. The measures to be rated are: brand awareness, cost, employee satisfaction, effectiveness, and the three network social capital dimensions described by Muthri et al (2009): network, trust, and norms. Only potential programs targeting youth within the Elk Valley are presented, to provide a meaningful analysis. Each measure is given an objective rating:

- 0 – very unattractive, cost far outweighs benefits, high cost;
- 1 – moderately unattractive, moderate cost, or cost;
- 2 – even balance between cost and benefit, neutral attractiveness;
- 3 – low cost or high benefit compared to cost, or moderately attractive;
- 4 – no cost or very high benefits compared to cost or very attractive.

### **11.1 Infrastructure Funding**

Teck could choose to build up a community's infrastructure for youth sport. This could take the form of building a new facility or upgrading an existing facility. Examples of this would include building new dressing rooms at an existing facility, providing improvements (such as drainage) to baseball fields, or building a new facility for sports,



such as a swimming pool or hockey rink. Because all of the communities in the Elk Valley already have swimming pools, ice arenas, soccer and baseball fields, the analysis focuses on a major upgrade to an existing facility, with an assumed cost of about \$250,000.

### **Brand Awareness**

The upgrade will provide Teck with an opportunity to promote its name within the community. Publicity surrounding the announcement will promote Teck's contribution, and the completed upgrade will provide an opportunity for Teck to promote its name in association with the upgrade. For example, if the program involved dressing rooms, Teck could negotiate naming rights for the individual dressing rooms with the facility owner – perhaps dressing rooms could be named after Teck's mines. However, the Teck name risks being lost among other advertisers presenting their names in the facilities, and the memory of the donation could be short lived.

Rating: 2

### **Relative Cost**

This is a moderate cost option, but is not recurring. However, it seems likely exists that communities will not see this as a one-time donation, and additional requests for funds would be forthcoming.

Rating: 1

### **Employee Satisfaction**

This would have very limited contribution to employee satisfaction, as it may or may not be ongoing commitment by Teck.

Rating: 1

### **Effectiveness**

As a tool for supporting youth sport, the infrastructure improvement would have limited impact. Conceivably, the increased awareness surrounding public announcements

could spur increased participation, and the infrastructure improvements would lead to better sporting experiences for the youth.

Rating: 2

### **Network**

Although there would be CoI engagement during the lead up to the infrastructure project – with facility owners and the public at large, there is no opportunity for ongoing CoI engagement.

Rating: 1

### **Building Trust**

An infrastructure project does not provide an opportunity for building trust within the community. A donation of money does not necessarily demonstrate Teck's trustworthiness.

Rating: 0

### **Shared Norms**

This project would provide some opportunity for demonstrating that Teck's values – towards supporting youth sport – coincide with that of the community. However that association would only endure as long as Teck's name is associated with the project in the minds of the community. As described in Brand Awareness, this may not last.

Rating: 1

## **11.2 Donations of Sports Equipment**

Teck could make commitments to donate sports equipment to local sports associations. This could take the form of uniforms (which could carry Teck's name) or other equipment such as baseball equipment, soccer balls, or maintenance equipment. Additionally, Teck could supply equipment, on a needs basis, to individuals that would not otherwise be able to participate.

The cost for such a program could amount to about \$25,000 annually (assuming an annual equipment expenditure of \$10,000 and annual support to 30 individuals at an average cost of \$500). On a present value basis over ten years, discounted at 8%, this would be a cost of about \$170,000.

### **Brand Awareness**

This program provides an opportunity for Teck to display its name prominently on team uniforms. This display would have a greater reach than with the infrastructure project, as the name gets displayed during “away” games as well as at home. Other equipment could contain information indicating that it was donated by Teck, but it would have limited exposure to the community. Because of privacy issues, equipment donated to individuals would not be promoted explicitly, but could be highlighted as an aggregate amount donated, listing the number of individuals that Teck has supported. Brand awareness through this avenue should be better than the infrastructure program described above.

Rating: 3

### **Relative Cost**

Although costs are ongoing, on an NPV basis, this is a moderate cost option, similar to the one-time cost of the infrastructure program.

Rating: 2

### **Employee Satisfaction**

This program would be expected to contribute to employee satisfaction, particularly among employees who have children using equipment donated by Teck.

Rating: 3

**Effectiveness**

This program can work to increase participation among youth, by decreasing the cost of annual registration or by providing opportunities for participation by those youth who would not otherwise be able to take part.

Rating: 3

**Network**

The continued dialogue between Teck and sports organizations provides an opportunity for Teck to maintain its network with these organizations, at least on an annual basis. There may be limited opportunity for meaningful dialogue, as most of the interactions will be in the form of requests for equipment or assistance, and Teck's subsequent response.

Rating: 2

**Building Trust**

This does provide some opportunity for building trust among the CoIs, provided that Teck maintains its commitment on an annual basis.

Rating: 2

**Shared Norms**

This program provides Teck with a modest opportunity to demonstrate that Teck's value of supporting youth sport coincides with that of the community. This coincidence of values will endure as long as the Teck maintains the program. However the values of integrity, respect, and fairness will not get much exposure to the sports associations or the community.

Rating: 2

### **11.3 Substance Abuse Programs**

Teck could have an option to embark on substance abuse programs directed towards youth. The program would have components for prevention as well as harm reduction in youth that are engaged in substance abuse, through rehabilitation programs. An annual cost for this program is estimated at \$50,000 (assuming annual treatment for five individuals at an average cost of \$7,500, and three yearly prevention programs at \$5,000 each). The NPV of this program is \$330,000.

#### **Brand Awareness**

Teck will have the opportunity to promote its brand at prevention programs, but not during rehabilitation programs. The brand awareness will be most prominent among youth, and of limited exposure to the community at large.

Rating: 1

#### **Relative Cost**

This is a higher cost option than the other programs previously presented, however the potential benefits can have a high value.

Rating: 2

#### **Employee Satisfaction**

Teck's involvement in promoting healthy choices and harm reduction among youth would likely have a positive effect on employee satisfaction, particularly among employees with children. However, by drawing attention to a negative activity – substance abuse – there were also be some negative connotations associated with this program among employees.

Rating: 2

**Effectiveness**

A program such as this could have a positive impact on the youth of the community, in discouraging substance abuse among those at risk, and in harm reduction among those who are engaged in substance abuse.

Rating: 4

**Network**

There is limited opportunity for maintaining engagement with CoIs at large as a consequence of this program, but it does provide a good opportunity for engagement with youth.

Rating: 3

**Building Trust**

There is good opportunity here for building trust, particularly among youth.

Rating: 3

**Shared Norms**

This is a good opportunity for Teck to demonstrate its shared values of health and wellness with the community at large, more so than the other programs listed previously.

Rating: 3

**11.4 Teck SportHelp**

The Teck SportHelp program is also rated on a comparative basis to the other potential programs.

**Brand Awareness**

This provides a good opportunity for Teck to promote its brand, as all of the interactions between the sports organizations are with Teck Employees. The brand awareness in this respect is limited to those groups, but it does provide Teck with an

opportunity to publicise its involvement, similar to that of the sports equipment program described above. Also, the members of the sports organizations come from a wide range of community members – they are likely to be members of other CoIs as well as the sports organization.

Rating: 3

### **Relative Cost**

The annual operating cost of about \$55,000 has an NPV of about \$370,000, similar to that of the substance abuse program.

Rating: 2

### **Employee Satisfaction**

As described earlier, volunteer programs have a positive impact on employee satisfaction. The impact would go beyond the volunteers, as many of the parents of youth who are participating in the sports programs are also employees.

Rating: 3

### **Effectiveness**

This would be an effective program to promote youth sport within the community, better than that of the equipment program, because it helps to improve the sporting experience across a broader range of activities.

Rating: 4

### **Network**

This program provides multiple avenues for engagement with the CoIs. In this case, all of the participating volunteers become part of Teck's engagement with sports associations and their participants.

Rating: 4

## **Building Trust**

The Teck SportHelp program provides a good opportunity for building trust within the community. This comes from the ongoing interactions between the Teck SportHelp volunteers and the participating sports organizations.

Rating: 4

## **Shared Norms**

This program provides multiple opportunities for Teck to demonstrate the congruence of its values with those of the community. It goes beyond health and wellness to include integrity, fair play and professionalism.

Rating: 4

## **11.5 Summary**

Although the ratings are subjective, as described above the Teck SportHelp program is at least as attractive, and perhaps more so than, other potential community giving programs which target the youth in the communities in which Teck operates across several measures. The table below summarizes the ratings. Although it could be argued that different measures should have different weightings, depending on the value the Teck ascribes to each measure, a simple total, without weighting, is presented.



Table 1: Summary of Comparative Ratings

	<b>Infrastructure Upgrades</b>	<b>Donation of Sports Equipment</b>	<b>Substance Abuse Program</b>	<b>Teck SportHelp</b>
Brand Awareness	2	3	3	3
Cost	1	2	2	2
Employee Satisfaction	1	3	3	3
Effectiveness	2	3	4	4
Network	1	2	3	4
Trust	0	2	3	4
Norms	1	2	3	4
<b>Total Score</b>	<b>8</b>	<b>17</b>	<b>21</b>	<b>24</b>

The results indicate that the Teck SportHelp program is likely to be at least as valuable, if not more so, than other potential programs with which Teck could become involved.

The results also suggest that, to maximize the value of the Teck SportHelp program, Teck should consider additional programs, such as sports equipment or substance abuse programs, to increase the reach to the youth at risk.

## **12: Conclusion**

The Teck SportHelp model provides an opportunity for Teck to engage with the communities in which it operates to build capacity in the area of youth sports. As a sustainability objective, this initiative will promote health and well-being among the youth of the Elk Valley, and has the potential to assist in reducing the rate of harmful activities engaged in by the youth of the Elk Valley. This initiative will also serve to promote Teck's standing in the community as a "good corporate citizen", enhancing Teck's ability to secure further mining permits for its continued operation in the Elk Valley.

The program will benefit Teck in many other ways. The volunteerism aspect of the program will help to engage employees with the company, improving employee morale and increasing employee retention. This would be one component of a corporate volunteerism program which is likely to lead to improvements in Teck's business performance.

This initiative is also an opportunity for Teck to promote its values within the community. Teck employees will be out in the community, actively demonstrating Teck's values of integrity, fairness, trust, and commitment to health and well-being. By doing so, Teck will build the level of trust between itself and local Communities of Interest.

The outcome of the program – enhanced community values in which youth are less likely to engage in harmful behaviour – will help to promote the company's position as an "employer of choice". This will benefit Teck in its ability to recruit and retain a stable workforce at its mining operations in the Elk Valley.

To achieve maximum benefit from this program, it should be rolled out in conjunction with other programs that target youth in the Elk Valley. A program which would extend the opportunities to youth not currently engaged in sports would add to this program's effectiveness, as would programs that target substance abuse among youth.

The benefits of this program will continue to accrue to both Teck – through ongoing volunteerism and engagement – and to the sports organizations for as long as the program continues. Consequently, Teck should endeavour to continue the program as long as it is operating within the community.

The British Columbia Adolescent Health Surveys should be monitored as a measure of the programs' effectiveness. The programs should be re-assessed and re-designed regularly to maximise effectiveness.

## **Appendices**

## **Appendix A: Program Charter for Teck SportHelp**

### **OVERVIEW**

Teck recognizes the value of organized youth sport activities in the community. Youth sports promotes fitness and has been associated with increased positive outcomes for young people in their physical and emotional development, and with reduced incidences of substance abuse and other harmful behaviour.

As part of Teck's commitment to sustainable community development, Teck would like to assist local youth sports organizations to enhance their organizational capabilities in delivering sports opportunities to the youth of the Elk Valley. Many of Teck's employees have skills

Teck SportHelp is a volunteer based program to assist participating sports organizations (Participants) by facilitating a process to match volunteers and their skills and with the needs and requirements of Participants.

### **GUIDING PRINCIPLES**

The operation of Teck SportHelp will be guided by the following principles:

- Youth sport activities associated with Teck SportHelp exist for the benefit of the youth;
- Teck SportHelp will operate in accordance with Teck's Code of Ethics;
- Volunteers will conduct themselves in accordance with Teck's Code of Ethics.

### **SCOPE**

Teck SportHelp is not a funding program, and does not provide cash donations. Teck SportHelp is a program whereby Teck will facilitate volunteer resources from within Teck, and match them to the administrative and organizational needs of Participants. As part of the program, Participants will also have access to other Teck Coal resources:

- Access to meeting rooms, subject to availability;
- Access to office supplies and facilities, such as photocopying and printing, provided such use is within the normal course of the Participant's business;
- Access to the capabilities of certain software systems owned and used by Teck Coal, when the software is used by a Teck Volunteer, and where such use is permitted by Teck's licensing agreements.

Teck SportHelp recognizes that athletic coaching, and training for athletic coaching, is best accomplished from within the Participants' own organization, and does not facilitate these services.

## ELIGIBILITY

To be eligible to participate in Teck SportHelp, Participants must meet the following eligibility requirements:

- Be a registered non-profit organization, whose purpose includes the provision of supervised sporting activities to youth;
- Be based in the Elk Valley of British Columbia, and exist primarily for the benefit of residents of the Elk Valley;
- Be open to membership to all residents of the community in which it operates, regardless of gender, or membership in any other organizations (however, age restrictions are allowed);
- Operate with a Code of Ethics for coaches, parents, and players that meets or exceeds Teck SportHelp's Code of Ethics, presented in Appendix B.

Participants agree to allow Teck Coal to use their name in publicising the activities of Teck SportHelp.

To be eligible to participate as a volunteer with Teck SportHelp, volunteers must meet the following eligibility requirements:

- Undergo a Criminal Records Check (CRC), including a criminal records check for a sexual offence in which a pardon has been granted;

- Undergo other reference checks or meet other eligibility requirements as may be required by a Participant.

## ORGANIZATION

Teck SportHelp will provide an organizational structure to act as the facilitator to match Participant requirements with volunteers and other resources available from Teck. Teck SportHelp will appoint a Program Administrator (PA), who will:

- Track volunteers, and maintain a database of potential volunteers, including their CRC status;
- Facilitate administrative work for the Participants using Teck Coal's office resources within the scope of this program;
- Match volunteers with Participants;
- Maintain a record of Teck SportHelp engagement with Participants;
- Schedule the use of meeting rooms as requested by Participants.

The PA will report to a program manager, who will:

- Ensure that the operations of Teck SportHelp are in accordance with this charter;
- Prepare an annual operating budget for Teck SportHelp;
- Report on the activities of Teck SportHelp as required by this Charter and by Teck.

## RESOURCES

Teck Coal will provide the following resources:

- A Program Manager;
- A Program Administrator;
- An annual operating budget;
- Office facilities and supplies within the operating budget.

Volunteers participating in Teck SportHelp may perform volunteer work on company time, and using company resources such as computer software and office supplies provided that:

- The volunteer has the permission of his supervisor;
- The use of software systems is within the provisions of Teck's software licenses;
- Volunteer activities do not unduly affect Teck's business needs;
- Volunteer activities are in accordance with Teck's Volunteerism Policy.

## COMMUNICATIONS

Participants will designate one or two roles within their organization which will liaise with Teck SportHelp. Teck SportHelp's PA will be the point of contact for Participants.

Teck SportHelp may, from time to time, publicise their activities. Participants agree to allow the use of their name and logo in such communications.

## PROGRAM SPONSORSHIP AND GOVERNANCE

Teck Coal will appoint an executive sponsor for the Teck SportHelp program, who in turn will appoint a Program Manager. The program manager will:

- Prepare an annual operating budget for approval by the executive sponsor, and ensure that the activities remain within the approved budget;
- Prepare an annual report of Teck SportHelp's activities to the executive sponsor;
- Perform an annual audit of Teck SportHelp's activities against this Charter.



## **Appendix B: Code of Ethics and Standards for Teck SportHelp Participants and Volunteers**

All Participants of Teck SportHelp are expected to abide by the following Code of Ethics and Standards by the coaches, parents, and players.

### **COACHES**

**I hereby pledge to provide positive support, care, and encouragement for all children participating in youth sports by following this Coaches' Code of Ethics:**

I will place the emotional and physical well being of my players ahead of a personal desire to win.

I will treat each player as an individual, remembering the large range of emotional and physical development for the same age group.

I will do my best to provide a safe playing situation for my players.

I will do my best to organize practices that are FUN and challenging for all of my players.

I will lead by example in demonstrating fair play and sportsmanship to all my players.

I will use those coaching techniques appropriate for all of the skills that I teach.

I will remember that I am a youth sports coach, and that the game is for the players.

### **PARENTS**

**I hereby pledge to provide positive support, care, and encouragement for my child participating in youth sports by following this Parents' Code of Ethics:**

I will encourage good sportsmanship by demonstrating positive support for all players, coaches, and officials at every game, practice or other youth sports event.

I will place the emotional and physical well being of my child ahead of my personal desire to win.

I will insist that my child play in a safe and healthy environment.

I will support coaches and officials working with my child, in order to encourage a positive and enjoyable experience for all.

I will demand a sports environment for my child that is free from drugs, tobacco and alcohol and will refrain from their use at all youth sports events.

I will remember that the game is for the players and not for the parents.

I will do my very best to make youth sports fun for my child.

I will ask my child to treat other players, coaches, fans and officials with respect regardless of race, gender, creed or ability.

## PLAYERS

**I hereby pledge to provide positive support, care, and encouragement for everyone involved in sports by following this Players' Code of Ethics:**

I will encourage good sportsmanship from fellow players, coaches, officials and parents at every game and practice by demonstrating good sportsmanship.

I will be on time for every practice and game that I can, and will notify my coach in advance if I cannot.

I will do my very best to listen and learn from my coaches.

I will try to do my very best at practices and games.

I will treat my coaches, other players, officials and fans with respect regardless of race, gender, creed or abilities and I will expect to be treated accordingly.

I will encourage my parents to be involved with my team in some capacity because it is important to me.

I will remember that sports participation is an opportunity to learn and have FUN.

## VOLUNTEERS

**I hereby pledge to provide positive support, care, and encouragement for everyone involved in sports by following this Volunteers' Code of Ethics:**

I will remember that youth sports activities exist for the benefit of the youth.

I will assist youth sports organizations to the best of my abilities.

I will be a positive role model for the sports associations, their coaches, and their athletes.

## Appendix C: Proposed Operating Budget for Teck SportHelp

### Employee cost

#### Administrative employee cost

2005 median income	36,053	(Statistics Canada, 2006 Census of Population)
Escalation to 2011 rate		
CPI at Dec 2005	108.0	(Bank of Canada)
CPI at Jan 2011	118.7	
Increase	1.10	
Adjusted 2011 median income	39,658	
Estimated salary burden	45%	
Estimated Teck cost for admin employee	57,500	

### Workload estimate

Number of Elk Valley sports associations	21
Estimated participaion rate	65%
Estimated participating associations	14

### Estimated Assistance requests per association

Request	Hours	per season	Total hours
Start of season misc admin	12	1	12
recurring monthly requests	8	8	64
End of season misc admin	6	1	6
Total hours per association			82

Total hours from participating associations	1,148
Percentage of hours which are overtime	15%

Overtime addition (at 1.5 x)	86
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Adjusted total hours paid	1,234
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### Volunteer coordination

hours per month	12
-----------------	----

months per year	12
-----------------	----

Volunteer coordination hours

	144
Total admin hours paid	1,378
Average annual hours admin employee	1,880
<b>Admin labour cost attributed to Teck SportHelp</b>	<b>42,100</b>

**Annual events****Volunteer Recognition Banquet**

Participating organizations	14
Average volunteers per organization	4
Total volunteers	56
Banquet participation rate	85%
Spousal participation rate	1.8
Total volunteer attendance	86
Teck attendance	10
Total attendance	96

\$

Banquet cost per plate	42.00
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Banquet cost	4,032
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Volunteer recognition gifts	56
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\$

Value	25.00
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Recognition gift costs	1,400
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<b>Total recognition banquet cost</b>	<b>5,400</b>
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**Annual information meeting**

Elk Valley associations	21
Invited members per association	3
Participation rate	85%
Invitees	54
Teck participants	5
Total meeting size	59

\$

Refreshments per attendee	15.00
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Single meeting cost	900
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Number of meetings per year	2
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<b>Total meeting costs</b>	<b>1,800</b>
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**Office supplies**

Participating organizations	14
-----------------------------	----

Average office supplies cost	400
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<b>Total office supplies cost</b>	<b>5,600</b>
<b>Project start-up costs</b>	
Volunteer recruitment program	2,500
Policy development	2,000
<b>Total project startup costs</b>	<b>4,500</b>

# ANNUAL OPERATING BUDGET – FIRST FOUR YEARS

	Year 1	Year 2	Year 3	Year 4
Operating budget				
Staff salaries	42,100	42,100	42,100	42,100
Yearly operating supplies	5,600	5,600	5,600	5,600
Annual volunteer recognition	5,400	5,400	5,400	5,400
Annual organizing meetings	1,800	1,800	1,800	1,800
Project startup costs	4,500			
<b>Total operating budget</b>	<b>59,400</b>	<b>54,900</b>	<b>54,900</b>	<b>54,900</b>

## **Appendix D: Youth Sports Groups within the Elk Valley**

Elk Valley Boxing Club

Elk Valley Dolphins Swim Club

Elk Valley Minor Hockey Association

Elk Valley Shotokan Karate School

Elkford Figure Skating Club

Elkford Minor Ball

Elkford Youth Soccer

Fernie Alpine Ski Team

Fernie Figure Skating Club

Fernie Judo Club

Fernie Minor Ball

Fernie Minor Hockey Association

Fernie Nordic Society

Fernie Youth Soccer

Kootenay Tai Kwan Do

Sparwood Skating Club

Sparwood Minor Ball

Sparwood Youth Soccer

Youth Bowling Council

Sparwood Curling Club

Sparwood Cross Country Club



## Appendix E: Suggested Volunteer Application Form

Name	
Address	
Phone Number	
e-mail address	
Teck Coal site	

Do you have a preference for a particular sport to be involved with? If so, which?	
Do you have a preference as to which community you would like to work? If so, which?	

Please indicate in which areas you would be able to assist				
Planning and budgeting			Fund raising	
Conflict resolution			Training*	
Meeting facilitation			Policy development and governance	
Records management			Equipment management	
Website/computer systems			Scheduling	
Financial management				

\* If you wish to coach athletes, please contact the minor sports association directly. The Teck SportHelp administrator can provide contact details.

Please provide any information about yourself that will assist us in matching your talents with the needs of a sports association.

Thank you for volunteering with Teck SportHelp.

I acknowledge that before participating as a volunteer through Teck SportHelp I will be required to submit to a criminal record check, that I will be required to acknowledge, sign, and abide by a Code of Conduct, and that I will agree to follow the provisions established in the Teck SportHelp Charter.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

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